

**Confidential**



## **Probation Policy**

**Effective Date:**

**Policy Owner: (Human Resources Unit)**

Document Classification:

**Confidential**

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### Document Versions

Version	Revision Date	Prepared / Revised by	Business Unit	Status
1	April 2022	Portia Mngomezulu	Corporate Services	Draft

### Document Reference Library

Document File Name	Context and Relevance
Performance Management Policy	Provides a guideline on processes and alignment of organisational performance objectives with individual employee outputs.
Human Resources Development Policy	Provides guidance on identification of developmental opportunities and mechanisms that should be in place for employee training and development within GEPE.
Incapacity Code and Procedure	Gives guidance on how to reasonably assist employees with consistent inadequate performance outputs.

### Business Areas Impacted by This Policy

Name Business Unit / Area	Context and Relevance
All business units	To ensure legislative alignment on probation

### Legislative Mandate

- Constitution of the Republic of South Africa, 1996
- Labour Relations Act 66 of 1995 (as amended)
- Basic Conditions of Employment Act 75 of 1997 (as amended)
- Employment Equity Act 55 of 1998 (as amended)
- Code of Good Practice: Dismissal

### Glossary of Terminology

Abbreviation/Terminology	Description
PEO	Principal Executive Officer
Day	Means any day other than Saturday, Sunday or a public holiday
Employee	Any person, excluding Trustee or Substitute Trustee of the GEPF and independent contractors, who works for the GEPF and receives, or is entitled to receive, any remuneration; and any other person who in any manner assists in carrying out or conducting the business of the GEPF
EXCO	The GEPF Executive Committee comprising of Heads of Divisions
HRBP	Human Resources Business Partner
HR Unit	Human Resources unit, a sub-unit of the Corporate Service Division
GEPF	Government Employees Pension Fund
IDP	Individual Development Plan. An action plan that outlines the employee's immediate learning requirements to address performance gaps within a performance cycle. It also caters for future career development requirements for employees that have demonstrated consistent achievement against performance targets.
Line Manager	Means an employee who has junior employees reporting to him or her and manages their performance.
Performance	Process in which resources are used in an effective, efficient and productive manner to produce results that take Quality, Quantity, Time and Cost into consideration.
Performance Agreement	Means a signed agreement between the line manager and the employee to determine key performance areas, weights, outputs and key performance indicators for a particular financial year.
Performance Improvement Plan (PIP)	It is a detailed plan aimed at improving performance through training and development, on-the-job training, coaching and counselling etc.
Probation	Means a process that affords the employer an opportunity to evaluate an employee's employment performance and suitability prior to confirming appointment. Probation is in effect an extension of the selection process.
Probationer	Means an employee on probation
Probation Period	Means a reasonable period relative to the role, ranging from three (3) to six (6) calendar months from the date of entry into the position.
Promotion	Upward career mobility of an employee
Portfolio of Evidence	Documents submitted to substantiate and clearly reflect the level of achievement against each KPI in relation to performance targets.
Employee Representative	Means a fellow employee elected by a probationer to represent him or her in terms of this Policy document.

### 1. **Policy purpose**

The purpose of this Policy is to:

- 1.1 provide the GEPF with guidelines on the application of minimum requirements when reviewing and evaluating work performance and suitability of a Probationer, and
- 1.2 provide a framework for both Line Managers and their employees to actively promote communication and ongoing feedback during the Probation Period.

### 2. **Policy Statement**

2.1 This Policy document focuses on the management of probation within the GEPF. However, probation does not only provide an employer with an opportunity to assess an employee's knowledge, skill, aptitude and other abilities by observing his or her actual work performance for purposes of continued employment, but also provides an employee with the opportunity of:

- 2.1.1 deciding whether he or she has made the correct employment choice, and/or
- 2.1.2 obtaining the necessary orientation training on his or her new work environment and job content in order to meet performance requirements and standards.

### 3. **Policy Scope**

This Policy is applicable to all newly appointed employees including fixed term appointments.

### 4. Policy Objectives

The Policy is intended to achieve the following:

- 4.1 Ensure that the GEPF manages the appointment of employees on probation in a fair and consistent manner.
- 4.2 Provide the GEPF and the employee an opportunity to assess and monitor new employees' progress in the job in order to establish their suitability for continued or permanent employment from the viewpoint of conduct and work performance.
- 4.3 Enable new employees to adapt to their new working environment and become familiar with the working procedures of the GEPF, as well as to allow new employees the opportunity to decide whether the GEPF is their employer of choice.
- 4.4 Help identify the employees' training and development needs and provide appropriate development activities to assist in achieving their full potential, and
- 4.5 Assist new employees to adapt to the operations of the GEPF.

### 5. Policy Principles

- 5.1 Equity, consistency and accountability underpins the execution of this Policy, and
- 5.2 Continuous performance feedback, guidance and developmental interventions aimed at helping the employee to reach the required standard, with an opportunity to respond to comments on their performance, are the underlying principles of this Policy.

### 6. Probation Management Procedure

#### 6.1 Probation Planning and Commencement

- 6.1.1 The probation period for all employees who fall under the scope of this Policy is either three (3) or six (6) calendar months, depending on the role.
- 6.1.2 The appointment letter that the employee receives must include the conditions that the appointment is subject to serving a probationary period that is reasonable for the role.
- 6.1.3 Upon commencement of service, the employee ought to undergo an induction/onboarding process that will enable the probationer to meet key contacts, understand their role and the standards expected of them and understand how they contribute to the overall function and goals of the GEPF.
- 6.1.4 Where a probationary employee is transferred to another position within the Probation Period, a reduced period of probation may be applied in the transferred position. The period of probation served in both positions must amount to (3/6) months where relevant.
- 6.1.5 Within the first month of employment, the new employee will meet with his or her Line Manager to:
  - 6.1.5.1 Discuss and agree on the job description, duties and responsibilities, standard of performance, conduct, and results expected during the Probation Period; and

- 6.1.5.2 Sign a Performance Agreement (Annexure A), as set out in the Performance Management Policy, and set dates for mandatory probation reviews within the first three (3) months and the last three months of the Probation Period (in the case of 6 month's probationary period).

### 6.2 Probation Management

- 6.2.1 Line Managers should ensure effective management of Probationers.
- 6.2.2 Areas of concern should be identified and documented within the first three (3) months of the Probation Period; and
- 6.2.3 Line Managers must identify and correct inadequate performance and behaviour through guidance, instruction and counselling to promote efficient and effective work.

### 6.3 Probation Review

- 6.3.1 The structured probation reviews should take place every three (3) months through a discussion between the Line Manager and the Probationer so to:
  - 6.3.1.1 Measure performance and behaviour;
  - 6.3.1.2 Discuss and record problems the Probationer may be experiencing, and
  - 6.3.1.3 Discuss improvement actions.

- 6.3.2 The Probation Review Form (**Annexure B**) shall be used for this purpose.
- 6.3.3 In arranging the meeting with the employee, the Line Manager must set the date and time for review in advance, to allow both parties enough time to prepare for the meeting. The Line Manager should at this point, provide the Probationer with a copy of the probation form for Probationer's self-assessment.
- 6.3.4 The review allows for both parties to discuss and record any work or behavioural problems the Probationer may experience that are preventing him or her from achieving the desired outcomes. These discussions are aimed at measuring the Probationer's suitability for permanent and/or fixed term employment at the completion of the Probation Period.
- 6.3.5 At the conclusion of the first three (3) months' probation discussion, the completed and signed probation form must be forwarded to the relevant Human Resources Representative one (1) week after the due date of the first probation review, for record, administration and monitoring purposes. Both the Line Manager and the Probationer must keep a copy for their own records.
- 6.3.6 Where a dispute exists regarding the Probationer's probation report, further discussions must take place with the aim of reaching consensus. Should no consensus be reached, section 7 of this Policy shall come into effect.

### 6.4 Final Assessment

- 6.4.1 The Line Manager must set the date and time for the final probation assessment in advance, to allow both parties enough time to prepare for the meeting. The Line Manager must provide the Probationer with a copy of the probation form for the Probationer's self-assessment.
- 6.4.2 On the day of the final assessment, the Line Manager and Probationer will sit down and discuss the Probationer's performance throughout the Probation Period.
- 6.4.3 The Line Manager will then complete the Probation Review report where he or she will be expected to recommend permanent appointment, extension of the probation period or termination of employment.
- 6.4.4 If the Probationer has been found suitable for the relevant position, the Line Manager must confirm through discussion with the Probationer that he or she has successfully completed the full period of probation with satisfactory performance record, and is therefore suitable for continued employment.
- 6.4.5 The completed and signed probation review report must be submitted to the HR Representative who will respond with a letter confirming completion of Probation. The Probationer will then receive a written confirmation of appointment subsequent to the review of the final Probation Period.

### 6.5 Probation Extension

6.5.1 Various instances may arise during the Probation period that may lead to the extension of the Probation period;

6.5.1.1 The Probationer has not, through unsatisfactory performance or behaviour during the Probation period achieved the expected outputs or work standards. The probation extension may not be longer than the initial probation period.

### 6.6 Dismissal

6.6.1 In instances where the level of an employee's work performance or behaviour has failed throughout the Probation period to meet the minimum operational standards required by the position, the Probationer will be afforded the opportunity to make representations and may be assisted by an Employee Representative who may make the representation on behalf of the employee.

6.6.2 Should the probationer not have met the required standards to the satisfaction of the line manager, despite being given support and guidance to achieve them, i.e. the performance standard is deficient, or if the probationer is deemed to be unsuitable to be confirmed in the post for any other reason (e.g. due to disciplinary or ill health issues) the manager may decide that the appointment should be terminated.

6.6.3 The GEPF shall consider any representations made before a decision is made to either dismiss or retain the employee.

6.6.4 The employee should then be advised of his or her rights to refer the matter to the Commission for Conciliation, Mediation and Arbitration (CCMA) within thirty (30) days, from his or her date of dismissal.

### 7. **Dispute Resolution**

7.1 A Probationer whose contract is to be terminated following unsuccessful completion of their probationary period will have the right to request that this decision be reviewed.

7.2 Such review or dispute that may arise out of the interpretation or application of this Policy will be resolved through the GEPF Grievance Policy and Procedure.

### 8. **Policy Implementation**

8.1 This Policy will come into effect from the date of approval by the Board of Trustees.

8.2 Line Managers and the HR Unit are responsible for ensuring proper implementation of the Policy and its procedures.

### 9. **Compliance**

9.1 The Principal Executive Officer (PEO) will ensure that all Performance Management Policy procedures and prescriptions are enforced and complied with.

- 9.2 No deviations to this Policy and procedures are permitted. Any incident where this Policy and procedure has been breached should be monitored and reported in writing to the Head of Corporate Service.
- 9.3 Any grievances emanating from this Policy should be dealt with in accordance with the GEPP Grievance Policy and Procedure.
- 9.4 Any disciplinary action taken in terms of non-compliance with this Policy and its associated documents will be in accordance with the GEPP's Disciplinary Code and Procedure.

### 10. **Communication**

- 10.1 The PEO of the GEPP shall ensure that the content of this Policy (or applicable aspects thereof) is communicated to all employees.
- 10.2 Communication of the Performance Management Policy will be effected among others, through:
  - 10.2.1 Induction/onboarding of new employees;
  - 10.2.2 Continuous training/workshops and briefings to be attended by all employees; and
  - 10.2.3 Access to the Policy and applicable directives on the intranet site of the GEPP.

### 11. **Related Policies**

This Policy must be read within the context of other relevant HR Policies, the Grievance Policy, and the Disciplinary Code and Procedure.

### 12. Non-compliance with the Policy

Non-compliance with this Policy and the procedures described in it by any employee will be dealt with in accordance with the Disciplinary Code and Procedure.

### 13. Acceptance of the Probation Policy

As part of the employee induction, each new employee shall be required to read and agree to comply with this Policy and to acknowledge in writing that he/she has read the Policy, understands the content and agrees to be bound by it.

### 14. Policy Review and Evaluation

This Policy will be reviewed as and when required, but at least every three (3) years.

Any changes to the Policy shall be communicated immediately to all employees.

### 15. Policy Approval

The Board of Trustees shall approve the Probation Policy.

**RECOMMENDED / NOT RECOMMENDED**



**MS JD JEFTHA  
CHAIRPERSON: REMUNERATION COMMITTEE  
GOVERNMENT EMPLOYEES PENSION FUND  
DATE: 2022-05-20**

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**APPROVED / NOT APPROVED**



**DR RD MOKATE  
CHAIRPERSON: BOARD OF TRUSTEES  
GOVERNMENT EMPLOYEES PENSION FUND  
DATE: 2022-05-20**

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#### PROBATION REPORT

#### PART 1: Employee Details

Surname:				
First name(s):				
Identity number:				
Employee number:				
Division:				
Designation:				
Period under review: (Dates)	From:		To:	
Quarter under review:				

#### PART 2: To be completed for all employees. Insert X in the appropriate column

Activity	Satisfactory	Unsatisfactory	Comments
<b>A) Work reliability</b> Accomplishes primary goals linked to position or function and achieves within a specified time period.			
<b>B) Knowledge of the Job</b> The extent to which the employee knows, understands and demonstrates how and why to do all phases of assigned work, given the employee's length of time in his/her current position.			
<b>C) Cooperation with Others</b> Works co-operatively with other individuals, working together as opposed to working separately or competitively. The employee has tact, courtesy, and effectiveness in dealing with co-workers, subordinates, supervisors, and customers.			
<b>D) Relationship with Line Manager</b> The manner in which the employee responds to the Line Manager's directions and comments. The extent to which the employee seeks counsel and guidance from his/her Line Manager on ways to improve performance and follows same.			

Activity	Satisfactory	Unsatisfactory	Comments
<b>E) Attendance and punctuality</b> Attendance dependable and manages time well. Employee arrives on time and demonstrates consistent attendance. The extent to which the employee consistently contacts the Line Manager on a timely basis when employee will be late or absent.			
<b>F) Emotional Intelligence</b> Contributes to maintaining the integrity of the organisation; displays high standards of ethical conduct and understands the impact of violating these standards on an organisation, self, and others. Maintains effective work behaviour in the face of setbacks or pressure. Remains calm, stable and in control of themselves			
<b>G) Willingness to learn</b> Able to absorb new information and constantly looking out for opportunities to develop.			
<b>H) Appearance &amp; Dress</b> Consistently maintains a level of professional grooming.			

### PART 3: Comments of the Line Manager


Signature of the Line manager:

Initials and Surname of Line Manager:

Designation of Line Manager:

Date:

### **PART 4: Recommendation(s) by the Line Manager**

**To be completed only at the end of the probationary period (Final)**

Is the employee correctly placed?				Yes	No
Is the probation of the employee confirmed to continuous employment?				Yes	No
If the probation is not confirmed, please indicate the period of the extension (please choose one):					
1 month	2 months	3 months	4 months	5 months	6 months
The following are the reasons for the extension and the recommendations for closing the identified gaps					
Leave taken during the probation period:					
Annual leave				days	
Sick leave				days	
Special				days	
Family Responsibility Leave				days	

### **PART 5: Employee on Probation**

#### **Contents of report noted**

*(If the employee on probation desires to submit representations in connection with the contents of this he/she should do so separately.)*

Signature of Employee on Probation \_\_\_\_\_

Date \_\_\_\_\_

**Annexure B: Performance Improvement Plan**

# Performance Improvement Plan for EMPLOYEE NAME

## Duration: Date to Date

**POOR WORK PERFORMANCE CORRECTIVE ACTION PLAN**

The purpose of this Performance Improvement Plan (PIP) is to define serious areas of concern, gaps in your work performance, reiterate the **GEPP's** performance expectations, and allow you the opportunity to demonstrate improvement and commitment.

**MEETING TO DISCUSS POOR PERFORMANCE AND THE CORRECTIVE ACTION/IMPROVEMENT PLAN**

DATE OF MEETING:	
MEETING HELD AT:	
EMPLOYEE'S NAME:	
EMPLOYEE'S NUMBER	
EMPLOYEE'S POSITION:	
DIVISION:	
EMPLOYEE'S REPRESENTATIVE:	
LINE MANAGER [NAME]	
LINE MANAGER'S POSITION	
HR REPRESENTATIVE	

**LINE MANAGER: AREAS OF EMPLOYEE'S PERFORMANCE NEEDING IMPROVEMENT AND REASON/S**

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**EMPLOYEE: REASON/S GIVEN BY EMPLOYEE FOR POOR PERFORMANCE**

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**DETAILS OF CORRECTIVE ACTION PLAN:**

KEY PERFORMANCE AREA (REQUIRES IMPROVEMENT)	ACTIVITY	PERFORMANCE STANDARDS TO BE MET	TARGET DATE

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## Probation Policy

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DATE OF NEXT [1st] MEETING WITH EMPLOYEE: \_\_\_\_\_

1. *During this time, you will be expected to make regular progress on the plan outlined above. Failure to meet or exceed these expectations, and/or should there be no significant improvement to indicate that the expectations and goals will be met within the timeline indicated in this PIP, the provisions of the Incapacity Policy which may lead to termination of service on the basis of incapacity due to poor work performance shall be initiated.*
2. *Failure on the part of the employee and/or his/her representative to sign this document shall not render its implementation invalid. In such an instance, the Line Manager shall record on this document, the employee and/or their representative's refusal to sign.*

\_\_\_\_\_  
Line Manager's Signature

Date:

\_\_\_\_\_  
Employee's Signature

Date:

\_\_\_\_\_  
HR Representative Signature

\_\_\_\_\_  
Employee Representative's Signature

### POOR PERFORMANCE FOLLOW UP/FEEDBACK MEETING

#### SECOND MEETING TO DISCUSS POOR PERFORMANCE AND PROGRESS ON THE CORRECTIVE ACTION/IMPROVEMENT PLAN

DATE OF 2 <sup>ND</sup> MEETING:	
MEETING HELD AT:	
EMPLOYEE'S NAME:	
EMPLOYEE'S NUMBER	
EMPLOYEE'S POSITION:	
LINE OF BUSINESS:	
EMPLOYEE'S REPRESENTATIVE:	
LINE MANAGER [NAME]	
LINE MANAGER'S POSITION	
HR REPRESENTATIVE	

### DISCUSSION 2: POOR PERFORMANCE PLAN - FOLLOW UP/FEEDBACK MEETING

#### LINE MANAGER'S COMMENTS ON EMPLOYEE'S PERFORMANCE:

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LINE MANAGER TO COMPLETE THIS SECTION:		
KEY PERFORMANCE AREA (REQUIRES IMPROVEMENT)	ACTIVITY	INDICATE WHICH OF THE FOLLOWING APPLIES TO EACH ACTIVITY: 1. Performance does NOT meet expectations 2. Performance partially meets expectations 3. Performance meets expectations 4. Performance is above expectations 5. Exceptional Performance

**EMPLOYEE'S COMMENTS:**

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**DATE OF next [3rd] MEETING WITH EMPLOYEE:** \_\_\_\_\_

- 3. *During this time you will be expected to make regular progress on the plan outlined above. Failure to meet or exceed these expectations, and/or should there be no significant improvement to indicate that the expectations and goals will be met within the timeline indicated in this PIP, which may lead to termination of service on the basis of incapacity due to poor work performance as outlined in the Incapacity Policy.***
- 4. *Failure on the part of the employee and/or his/her representative to sign this document shall not render its implementation invalid. In such an instance the Line Manager shall record on this document, the employee and/or their representative's refusal to sign.***

\_\_\_\_\_  
**Line Manager's Signature**

**Date:**

\_\_\_\_\_  
**Employee's Signature**

**Date:**

\_\_\_\_\_  
**HR Representative Signature**

\_\_\_\_\_  
**Employee Representative's Signature**

### POOR PERFORMANCE FOLLOW UP/FEEDBACK MEETING

#### THIRD MEETING TO DISCUSS POOR PERFORMANCE AND PROGRESS ON THE CORRECTIVE ACTION/IMPROVEMENT PLAN

DATE OF 3 <sup>RD</sup> MEETING:	
MEETING HELD AT:	
EMPLOYEE'S NAME:	
EMPLOYEE'S NUMBER	
EMPLOYEE'S POSITION:	
LINE OF BUSINESS:	
EMPLOYEE'S REPRESENTATIVE:	
LINE MANAGER [NAME]	
LINE MANAGER'S POSITION	
HR REPRESENTATIVE	

#### DISCUSSION 2: POOR PERFORMANCE PLAN - FOLLOW UP/FEEDBACK MEETING

##### LINE MANAGER'S COMMENTS ON EMPLOYEE'S PERFORMANCE:

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LINE MANAGER TO COMPLETE THIS SECTION:		
KEY PERFORMANCE AREA (REQUIRES IMPROVEMENT)	ACTIVITY	INDICATE WHICH OF THE FOLLOWING APPLIES TO EACH ACTIVITY: 6. Performance does NOT meet expectations 7. Performance partially meets expectations 8. Performance meets expectations 9. Performance is above expectations 10. Exceptional Performance

**EMPLOYEE'S COMMENTS:**

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**DATE OF FINAL [4th] MEETING WITH EMPLOYEE:** \_\_\_\_\_

1. ***During this time you will be expected to make regular progress on the plan outlined above. Failure to meet or exceed these expectations, and/or should there be no significant improvement to indicate that the expectations and goals will be met within the timeline indicated in this PIP, which may lead to termination of service on the basis of incapacity due to poor work performance as outlined in the Incapacity Policy.***
  
2. ***In such an instance the Line Manager shall record on this document, the employee and/or their representative's refusal to sign.***

\_\_\_\_\_  
**Line Manager's Signature**  
**Date:**

\_\_\_\_\_  
**Employee's Signature**  
**Date:**

\_\_\_\_\_  
**HR Business Partner's Signature**

\_\_\_\_\_  
**Employee Representative's Signature**

### POOR PERFORMANCE FOLLOW UP/FEEDBACK MEETING

#### FOURTH MEETING TO DISCUSS POOR PERFORMANCE AND PROGRESS ON THE CORRECTIVE ACTION/IMPROVEMENT PLAN

DATE OF 4 <sup>TH</sup> MEETING:	
MEETING HELD AT:	
EMPLOYEE'S NAME:	
EMPLOYEE'S NUMBER	
EMPLOYEE'S POSITION:	
LINE OF BUSINESS:	
EMPLOYEE'S REPRESENTATIVE:	
LINE MANAGER [NAME]	
LINE MANAGER'S POSITION	
HR REPRESENTATIVE	

### DISCUSSION 2: POOR PERFORMANCE PLAN - FOLLOW UP/FEEDBACK MEETING

#### LINE MANAGER'S COMMENTS ON EMPLOYEE'S PERFORMANCE:

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LINE MANAGER TO COMPLETE THIS SECTION:		
KEY PERFORMANCE AREA (REQUIRES IMPROVEMENT)	ACTIVITY	INDICATE WHICH OF THE FOLLOWING APPLIES TO EACH ACTIVITY: 3. Performance does NOT meet expectations 4. Performance partially meets expectations 5. Performance meets expectations 6. Performance is above expectations 7. Exceptional Performance

**EMPLOYEE'S COMMENTS:**

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**DATE OF FINAL MEETING WITH EMPLOYEE:** \_\_\_\_\_

- 1. *During this time you will be expected to make regular progress on the plan outlined above. Failure to meet or exceed these expectations, and/or should there be no significant improvement to indicate that the expectations and goals will be met within the timeline indicated in this PIP, may lead to termination of service on the basis of incapacity due to poor work performance as outlined in the Incapacity Policy.***
  
- 2. *Failure on the part of the employee and/or his/her representative to sign this document shall not render its implementation invalid. In such an instance, the Line Manager shall record on this document, the employee and/or their representative's refusal to sign.***

\_\_\_\_\_  
**Line Manager's Signature**  
**Date:**

\_\_\_\_\_  
**Employee's Signature**  
**Date:**

\_\_\_\_\_  
**HR Representative's Signature**

\_\_\_\_\_  
**Employee Representative's Signature**

### POOR WORK PERFORMANCE CORRECTIVE ACTION PLAN FINAL FEEDBACK MEETING

#### FINAL MEETING TO DISCUSS POOR PERFORMANCE AND PROGRESS ON THE CORRECTIVE ACTION PLAN

DATE OF MEETING:	
MEETING HELD AT:	
EMPLOYEE'S NAME:	
EMPLOYEE'S NUMBER	
EMPLOYEE'S POSITION:	
DIVISION:	
EMPLOYEE'S REPRESENTATIVE:	
LINE MANAGER [NAME]	
LINE MANAGER'S POSITION	
HR REPRESENTATIVE	

#### DISCUSSION 3: POOR PERFORMANCE PLAN – FINAL FOLLOW UP/FEEDBACK MEETING

##### LINE MANAGER'S COMMENTS ON EMPLOYEE'S PERFORMANCE:

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LINE MANAGER TO COMPLETE THIS SECTION:

KEY PERFORMANCE AREA (REQUIRES IMPROVEMENT)	ACTIVITY	INDICATE WHICH OF THE FOLLOWING APPLIES TO EACH ACTIVITY: 1. Performance does NOT meet expectations 2. Performance partially meets expectations 3. Performance meets expectations 4. Performance is above expectations 5. Exceptional Performance

EMPLOYEE COMMENTS:

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### OUTCOME OF PERFORMANCE IMPROVEMENT PLAN [PIP] FINAL MEETING:

LINE MANAGER TO INDICATE STATUS		INDICATE "YES" NEXT TO THE OPTION THAT WILL FORM THE NEXT STEP IN THE PROCES
1.	The employee has fully complied with the requirements of the Performance Improvement Plan. No further action is required, so the process is concluded, and the employee and Line Manager will revert to the organisation's standard performance management process.	
2.	The employee has made sufficient progress, however there are still areas requiring improvement and an extension in the PIP will be granted. <b>The date of next PIP meeting with employee to review progress is:</b>  <u>(The Line Manager must fill in date of the next PIP meeting)</u>	
3.	The performance improvement process has been completed; however, the employee's performance still does not meet the required standard. A Poor Work Performance Hearing needs to be convened to review the matter and determine the outcome.	

#### **NOTE:**

- If the employee's performance remains unacceptable after the Performance Improvement Plan [PIP] has been implemented and the final meeting in the PIP process has taken place, then the HR Representative must liaise with the line manager to convene a Poor Performance Hearing. The employee must be given notice of the Hearing in writing.***
- Failure on the part of the employee and/or his/her representative to sign this document shall not render its implementation invalid. In such an instance the Line Manager shall record on this document, the employee and/or their representative's refusal to sign.***

\_\_\_\_\_  
Line Manager's Signature

Date:

\_\_\_\_\_  
Employee's Signature

Date:

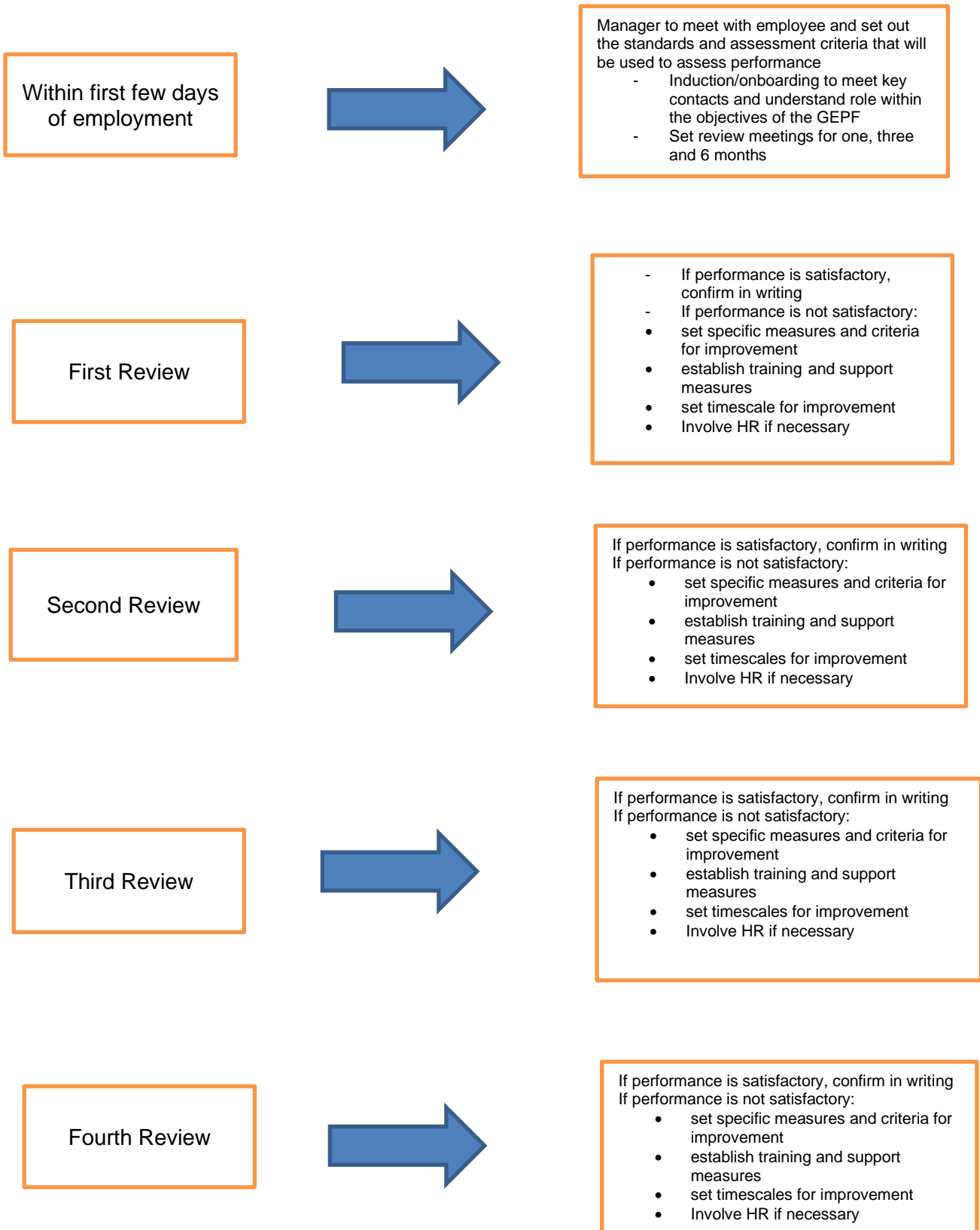
\_\_\_\_\_  
HR Representative's Signature

Date:

\_\_\_\_\_  
Employee Representative's Signature

Date:

### FLOWCHART OF PROBATION PROCESS



Final Review



If performance is satisfactory, confirm in writing  
If performance is not satisfactory invite in writing to a meeting with the:

- Manager, HR representative probationer and the employee's chosen representative
- Set out: The date, time and location of meeting, the right to be represented,
- Details of how performance falls short of requirements
- The outcome of the meeting could lead to dismissal

Immediately after the meeting decide:

- Whether to extend the period and give further opportunity for improvement or to
- Terminate employment

If employment is to be terminated, set out in writing:

- Reasons for dismissal
- Notice period if any
- Right of appeal/review
- To whom appeal must be made
- Timescales for appeal

Right of appeal



Employee may exercise the right to appeal through the GEPP's Grievance Policy and Procedure or to recourse through the CCMA